2021 Strategic Plan
Acknowledgments

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Overview

I am pleased to present the Oro Valley Police Department’s 2021 two-year Strategic Plan. This document outlines our vision for the future and is in line with the Town of Oro Valley’s 2021 Strategic Leadership Plan. It identifies four focus areas with goals and strategies to achieve.

The Town of Oro Valley has a long-standing history of supporting its public safety agencies. This continues to be the case, along with state and regional collaborations that are essential to OVPD’s success in accomplishing the initiatives listed in this document.

While this is my first strategic plan as your police chief, I have been involved with implementing Oro Valley Police Department (OVPD) strategic plans for more than 15 years. The experience I gained during my tenure with the department along with the road map of leadership I receive everyday from the men and women of this agency has assisted with the development of this plan. This will serve as a guide reflecting OVPD’s pledge to provide quality, transparent, and professional service to address the needs of the community. We will continue to strive to be the most respected and highly motivated police agency in Arizona.

I want to thank my staff for their commitment to make Oro Valley one of the safest communities in Arizona. I would like to also extend my gratitude to the Town Council, town management, the residents, business owners and community stakeholders of Oro Valley for their continued support of the Oro Valley Police Department.

Sincerely,

Kara M. Riley
Chief of Police
Department Mission

The mission statement is the fundamental purpose of this Department. It focuses on what is most important and sets in motion an organizational culture that encourages innovation and strives for excellence.

Our Mission:
We, the members of the Oro Valley Police Department, are dedicated to providing excellent service through partnerships that build trust, eliminate crime, create a safe environment and enhance the quality of life within our community.

Department Vision

Vision is the philosophy and unique image of the future of this Department. It defines how the Department will achieve its mission by employing behaviors and attitudes that achieve the mission.

Seek Excellence, Remain Vigilant, Involve Community, Enforcement

Department Values

We are strongly committed to:

Integrity: We adhere to the highest moral and ethical standards. We are consistent in and accountable for all of our actions.

Fairness: We believe every individual must be treated with dignity and respect. The foundation of professional police services is based upon fair and equitable treatment of all people.

Excellence: We are committed to quality performance using teamwork to achieve comprehensive and common goals.
The Oro Valley Police Department’s Strategic Plan outlines the goals and strategies for the Department to successfully address its mission. Our goal is to compliment the Town of Oro Valley’s Strategic Leadership Plan to ensure a unified approach in providing the best services to the community. The four focus areas indicate where the Police Department must direct its attention to address community needs as follows:

- Public Safety
- Community Engagement and Transparency
- Fiscal Responsibility
- Policy and Training

Within each focus area there are goals and strategies which are action-oriented to convey desired outcomes.

- **Focus Areas** are strategic initiatives that will be addressed.
- **Goals** describe a fundamental direction or broad course of action.
- **Strategies** are specific tasks to be accomplished when implementing the goal.
The primary focus of the Oro Valley Police Department is to provide a safe environment for the community to live, work and play. We must continue to evaluate and develop safety measures to achieve this purpose on the streets and throughout the entire community:

**GOAL:** Utilize High Visibility Enforcement (HiVE) deployments in high collision areas to focus on driving behaviors that cause crashes.

Strategies:
- Conduct HiVE deployments in high crash traffic areas.
- Utilize data collected through HiVE deployments as a crash prevention tool for future enforcement.

**GOAL:** Focus on high crime areas through the targeted deployment of patrol officers and utilize data to identify emerging crime trends.

Strategies:
- Utilize intelligence briefings to identify crime trends.
- Utilize overlap days for targeted deployment of patrol officers.

**GOAL:** Partner with outside federal, state, and local law enforcement agencies to enhance public safety.

Strategies:
- Information sharing between the Community Action Team and task force officers identifying trends in illicit drug and property crimes occurring in Oro Valley and surrounding communities.
- Continue to be active in task force operations with GIITEM and DEA.
- Continue to support and take leadership positions with Pima Regional SWAT, Negotiations, Explosive Ordinance Disposal (EOD), Motor Training, Mobile Field Force and Critical Incident Team.
- Continue to utilize the Unmanned Aerial Vehicle (UAV) program for internal and reginal support to complete crime scene mapping and search and rescue missions.
- Expand UAV program to include indoor operations for increased efficiency and enhanced officer safety.
GOAL: Develop an outreach and marketing campaign to effectively recruit diverse and qualified officers.

Strategies:
- Establish a recruiting committee.
- Develop marketing strategy.
- Develop contemporary recruiting messages.
- Develop recruiting specific social media pages and content.
- Develop recruiting specific website and content.
2021 OVPD Strategic Plan | Focus Area: Community Engagement and Transparency

The Oro Valley Police Department must continue to provide services that enhance the residents’ quality of life. We must ensure that we provide the best response and service possible while providing our community the opportunity to ask questions and observe the way the service is provided:

GOAL: Utilize the Axon program to enhance accountability and transparency.

Strategies:
- Expand the AXON body-worn cameras to every sworn member of the department.
- Utilize AXON recordings during internal investigations to ensure quality of service, accountability and transparency.
- Utilize AXON body-worn cameras for expanded evidence documentation.
- Explore the possibility of AXON dash cameras for patrol vehicles.

GOAL: Promote public safety telecommunications education.

Strategies:
- Continue the 9-1-1 education program at Oro Valley elementary schools.
- Staff community events like National Night Out with a 9-1-1 booth.
- Increase public education and awareness of Text911 on social media and during community events.

GOAL: Continue to engage the public through community outreach programs.

Strategies:
- Host two Citizen Academies a year.
- Keep Community Resource Unit involved with Posse and Neighborhood Watch.
- Host quarterly Coffee-with-a-Cop events.
- Host two Teen Academies per year.
- Encourage officers to be involved in the special/cultural events and community activities.
- Host quarterly Rape Aggression Defense (RAD) and Start Your Engines Ladies classes.
- Host Dispose-a-Med events based upon community demand.
- Continue to host an annual Drug Awareness Day.
- Create public safety community service announcements for the town website, social media, Code Red and other media outlets.
- Continue to promote and be active with the Adopt-a-Business program.
- Continue to promote and utilize the OV Safe Return program.
- Provide enhanced statistical reporting and provide detailed training reports and its relation to service.
- Continue residential communication through HOA meetings, Neighborhood Watch, Sun City Posse, targeted deployments, citizen surveys, SRO, etc.
- Use of Citizen Volunteers Assistants Program and Chief's Community Advisory Council to promote community feedback.
- Provide mental health information and resources to community youth.
- Promote mental health awareness through social media, community meetings, citizen’s academy, teen academy and the cadet program.
- Develop new educational curriculum to address the legalization of marijuana.
- Develop new educational curriculum to address the dangers of vaping.
- Partner with Golder Ranch Fire District to implement drug awareness curriculum.
The Town of Oro Valley must maintain long-term financial excellence by finding diverse revenue sources and continuing to invest in community initiatives. OVPD follow these guidelines:

**GOAL:** Increase revenue sources.

Strategies:
- Continue effective utilization of Department of Homeland Security and Governor’s Office of Highway Safety (GOHS) grants.
- Research new grants.
- Implementation of Smart and Safe Arizona Act funds.

**GOAL:** Manage current and future spending.

Strategies:
- Examine reoccurring costs associated with new technology before purchasing.
- Partner with other agencies for training and use of resources.
- Efficient maintenance of equipment.
- Focus on the long-term fix for equipment and technology to avoid costly temporary fixes.
- Make use of employees’ talents.
- Continue working with facilities to update the main station building for long-term care (paint, etc.).
- Maintain an accurate accounting of expenditures.

**GOAL:** Manage the timely replacement of police department fleet ensuring reliable vehicles for patrol and response to calls for service.

Strategies:
- Examine costs associated with equipping/outfitting patrol vehicles to ensure officer safety while being fiscally responsible.
The Oro Valley Police Department prides itself as a leader in the law enforcement community. We must ensure that we continue to provide the highest quality of training to the officers and civilian staff:

**GOAL:** Maintain Arizona Peace Officer Standards & Training (AZPOST) requirements.

Strategies:
- Conduct quarterly department firearms Advanced Officer Trainings (AOT).
- Implement defensive tactics AOT in partnership with firearms AOT.
- Conduct yearly Taser qualification AOT.
- Conduct triennial defensive driving AOT.
- Conduct annual active shooter AOT.

**GOAL:** Provide training that is directly related to national, state and local trends.

Strategies:
- Provide one classroom AOT a year that will benefit all commissioned officers.
- Identify specialty training for officers and supervisors in specialty units.
- Ensure newly promoted positions receive timely supervisor appropriate training.
- Utilize training bulletins to ensure staff is prepared for high liability/low probability incidents.
- Conduct yearly review of OVPD trends to identify training necessities in:
  - Use of Force
  - Employee traffic crashes
  - Flights from law enforcement
  - Complaints against officers

**GOAL:** Obtain accreditation through the Arizona Law Enforcement Accreditation Program (ALEAP).

Strategies:
- Review and develop policies and written directives to ensure they meet the accreditations standards.
- Obtain “proof of compliance” for each standard.
- Coordinate with ALEAP to facilitate compliance audit.